

**CDCR DIVISION OF ADULT INSTITUTIONS STRATEGIC INITIATIVES  
2011-2012**

**PRIORITY PROJECTS**

**RELIEVE OVERCROWDING AND IMPLEMENT REALIGNMENT LEGISLATION -**

The California Department of Corrections and Rehabilitation (CDCR), Division of Adult Institutions (DAI), has faced challenges in our ability to appropriately house inmates in beds commensurate with their housing and program needs. This complex process will include the implementation of legislation, activities, policy, and procedure associated with the enactment of the 2011 Public Safety Realignment and compliance with the Three Judge Panel Ruling. Efforts towards accommodating housing needs have been challenged, based upon competing interests that include legislation, court mandates, and physical plant design. CDCR will increase bed capacity and program space, which will provide us with the ability to house offenders consistent with their needs and enhance our ability to respond to the changing demographics of the inmate populations. The development of a fully integrated strategy will allow DAI to house all offenders in the most efficient manner. This strategy will include standardized overcrowding rates, ensuring access to mental health care, medical care, accommodating disabilities, and an efficient gang management strategy.

**ADOPT CORRECTION BEST PRACTICES TO BETTER MANAGE INDIVIDUAL OFFENDERS AND REDUCE RELIANCE ON MODIFIED/LOCKDOWN PROGRAMS -**

Develop strategies to identify and more effectively manage individual offenders or groups that are identified as catalysts of disruptive behavior, and reducing existing reliance on modified programs and lockdowns to manage disruptive behavior. The large number of incidents occurring throughout California's prisons is impacting the orderly operations and affects the ability to provide basic rehabilitative services; the ability to meet mandates established by the courts relative to access to care; and results in significant fiscal liability created by incident management, which ultimately jeopardizes the safety of the public, staff, and inmates. Evaluate use of programming and nonprogramming yard management systems.

**EVALUATE FOR ADOPTION OF CORRECTIONAL BEST PRACTICES FOR GANG MANAGEMENT AND SECURED HOUSING -**

The CDCR recognizes the inherent threat that validated prison gang members and/or security threat groups represent in the institution setting and communities. The DAI will effect a comprehensive assessment of its existing Policy and Procedures and evaluate national evidence-based practices which will include the following areas of review: Behavior-based model for inmate management; measurable risk, and threat assessments; validation criteria; step-down/debriefing program; transitional housing and programming; and automated case management and tracking system. There is a strong consensus regarding the need to evaluate use of behavior-based transitional housing as inmates move from the Segregated Housing Unit (SHU)-like setting to more general population-type settings. DAI will evaluate all effective national models that incorporate step-down elements, where inmates are provided increased

privileges as the result of demonstrating appropriate behavior and progressing through the steps based on their individual actions. DAI will then make recommendations on proposed regulatory changes and potential resource needs to implement any newly defined program.

**IMPLEMENT BUDGET AND STAFFING REDUCTION COMPLIANCE CONSISTANT WITH REALIGNMENT** - DAI will need to implement significant budgetary reductions associated with Realignment. As a result, each institution will develop new staffing patterns based on changing populations and work with human resources and the Budget Management Branch to reduce expenditures and assist in employee placements or reductions. DAI will also work with other divisions and the Department of Finance in evaluating a standardized staffing model as there is currently some disparity between institutions with like design and similar missions.

**IMPROVE PUBLIC AND INSTITUTION SAFETY THROUGH CELLULAR TELEPHONE INTERDICTION PROGRAMS** - California Senate Hearings and national media attention has well captured the significant safety impact that unauthorized/illegal cellular telephone devices and/or *smart-phones* have both within the community sector as well as within the institution setting. Through deploying technologies at State prisons, CDCR will block incarcerated persons from unauthorized/illegal communications with the outside community. Preventing the use of wireless communications devices within the secure perimeter will also remove the incentive to traffic contraband wireless communications devices. CDCR will test various existing technologies and administrative remedies to prevent inmate/ward use of contraband wireless communication devices for fitness of use in prison correctional facilities throughout the State.

**ADMINISTRATIVE SEGREGATION POPULATION REDUCTION PROJECT** - CDCR will continue to make the reduction of unfunded and unnecessary Administrative Segregation Unit (ASU) beds a priority. DAI will implement a confidential case management program to assist in managing ASU beds by ensuring case work and associated disciplinary/investigations are completed in a timely manner.

**INCREASE USE OF VOLUNTEERS AND STANDARDIZE VOLUNTEER ACCESS** - Work with outside stakeholders to increase the number of volunteers providing programming in CDCR facilities. Reduce complexity for volunteers to provide services and utilize a statewide data base for volunteers within CDCR. Review and standardize gate clearances and access (brown cards) for volunteers. Standardize and implement volunteer orientation and training. Additionally, identify three institutions with low volunteerism and increase recruitment efforts in those areas.

### **ONGOING SUPPORT PROJECTS**

**AMERICAN CORRECTIONAL ASSOCIATION ACCREDITATION (ACA) PROJECT** - CDCR will continue to work towards seeking ACA accreditation in designated California institutions. ACA accreditation is a nationally recognized

standard for certification of correctional facilities and is a model for correctional leadership nationally.

**CLASSIFICATION SYSTEM VALIDATION AND RESEARCH PROJECT** - CDCR will endeavor to make the nature of our classification process more dynamic to improve our ability to respond to the changing demographics of the offender population and implement national best practices. Contract services of an Expert Panel to conduct an external audit of existing DAI's classification system and assess best practices toward adjusting security level requirements for all offenders. This will include the restructuring of placement scores, close custody regulations, and evaluate the potential allowance of lifers and inmates convicted of multiple murders to be housed in lower security level areas. This process will also include an evaluation of minimum custody criteria for potential adjusted placements into Minimum Support Facilities and Camps.

**IMPROVE EXISTING STATEWIDE SECURITY AND PRISON AUDITING** - One of CDCR's core duties is to provide a safe and secure environment for staff, inmates, and the outlying community. DAI will develop a plan to institute sound and standardized correctional practices in all adult facilities. The security plan will provide a model approach to security practices and reviews, as well as incorporate principles and certification of the ACA Accreditation National Model.

**CONTINUED EXPANSION OF INTEGRATED HOUSING PROGRAM** - CDCR will continue to expand the racially integrated housing program statewide until every institution is in compliance with departmental policy relative to integrating offenders.

**OVERSIGHT, REVIEW, AND PREVENTION OF LITIGATION OCCURRENCES** - Working with all CDCR Divisions, DAI will endeavor to resolve all noncompliance issues associated with all court mandates and external audits. DAI will work with the Office of Legal Affairs and Office of Court Compliance to develop a legally protected centralized database system on reporting audit findings and outstanding corrective actions.

**REDUCE MEDICAL GUARDING AND TRANSPORTATION COSTS** - Working with Correctional Health Care, Division of Adult Parole Operations, and the Board of Parole Hearings, DAI will continue to process designated offenders for medical parole pursuant to State law. DAI will also complete a statewide assessment of all medical guarding and transportation practices to improve efficiencies while ensuring public safety.

**COMPUTER BASED OFFENDER MANAGEMENT SYSTEM IMPLEMENTATION** - CDCR will continue to roll out the use of the Strategic Offender Management System project statewide to automate a variety of critical custodial functions and implement the use of an electronic central file system for male offenders.

**SENATE BILL 1266 ALTERNATIVE CUSTODY REENTRY PROGRAM** - CDCR will implement Senate Bill 1266 which permits the Secretary of corrections to designate low level offenders as eligible for alternative custody placement. Those offenders

who are eligible for alternative custody placement must have a reentry case plan and stable living prior to release.

**CHILDREN OF INCARCERATED PARENTS COMMUNITY SUPPORT EVENTS** - CDCR will continue to work with nonprofit organizations to assist in various summits throughout the State focusing on the unique needs of children of incarcerated parents.

**INMATE RISK AND NEEDS ASSESSMENT / CORRECTIONAL OFFENDER MANAGEMENT AND PROFILING ALTERNATIVE SANCTIONS (COMPAS) - FULL IMPLEMENTATION** - CDCR will work with Division of Adult Programs to expand the completion of COMPAS needs assessment on all designated offenders and ensure the assessment is utilized during the classification process and when assigning inmates to rehabilitative programming. Utilizing the COMPAS tool and other performance metrics, consistent evaluation and reporting of inmate assignment utilization rates to ensure maximum utilization of existing resources and inclusion of the right inmate in the right program.

**COUNTY OFFENDER FIRE CAMP PROJECT** - CDCR will work with CAL FIRE and local sheriffs in developing and implementing a fire camp program that utilizes county inmates to combat wildlife/wilderness fires.

**FEMALE DRUG OFFENDER CIVIL ADDICT PROJECT** - CDCR will work with Division of Adult Programs and the Board of Parole Hearings to pilot a designated female civil addict project in CDCR's current contract bed facility in Bakersfield, California

**IMPLEMENT RESTORATIVE JUSTICE PILOT** - Proposed victim impact program at California Institution for Men/California Institution for Women utilizing volunteers to provide the curriculum. Discussions are ongoing with the Los Angeles Archdiocese's Office of Restorative Justice.

**PRISON LEGAL NEWS (PLN) COMPLIANCE** - Ensuring that all local operating procedures for inmate property and inmate mail do not conflict with the Settlement PLN Agreement. Necessary revisions to local operational procedures for inmate property and inmate mail are in process to be completed by approximately July 30, 2011.

**RELIGIOUS PROGRAMS EXPANDED ACTIVITIES** - Attempt to fill statewide Chaplain vacancies and provide training including a standard for Chaplain facilitations of other religions. Develop standardized Religious Policies and Procedures regarding Earth-based Religious Grounds and artifacts via a Wardens Advisory Group. Increase number worship areas for earth based religions.

**RELIGIOUS TRINITY BROADCASTING NETWORK (TBN) PROGRAM** - CDCR is in contract negotiations with TBN to provide religious television programming to inmates. A pilot program at 4 institutions is completed and a new contract is pending approval to provide this programming to all 33 adult institutions.